



**San Antonio Uniformed Services  
Health Education Consortium  
San Antonio, Texas**

**SAUSHEC GME BUDGET PRINCIPLES**

**1. General principles of GME budgeting in SAUSHEC programs:**

a. Brooke Army Medical Center (BAMC) will pay GME expenses for Army residents and 59<sup>th</sup> Medical Wing for Air Force residents. The Commanders of both medical centers are committed to ensuring SAUSHEC programs have sufficient budget resources to keep the programs in substantial compliance with ACGME/RRC and DOD requirements. To this end, resources from each facility will be allocated to the common SAUSHEC budget where they will be appropriately distributed to the training programs under the supervision of the Office of the Dean, SAUSHEC.

b. SAUSHEC program directors, in conjunction with their respective Department Chair, will work to ensure that all faculty and residents are practicing cost-effective medicine. This includes assisting the Commanders of both medical centers in appropriate documentation of workload necessary for reimbursement of health care. Program directors will teach, implement and monitor these techniques as part of their Systems Based Practice curriculum and faculty development programs.

c. All residents will be treated equally, without regard to service affiliation, with respect to financial management and opportunities for training – to include educational TDYs, medical equipment and other support for GME training.

d. SAUSHEC program directors will develop a fiscally responsible GME budget for their training programs annually. They will prioritize their budget expenses focusing primarily on GME-essential expenses that are needed to ensure their programs meet all standards and requirements of accrediting agencies and the DOD. They will make every effort to accomplish these requirements in the most cost effective manner possible while assuring that their programs continue to meet the high GME standards expected of military training programs.

e. The TDY cost for required “training rotations” (i.e. 1-6 month rotations outside of San Antonio) will vary widely among SAUSHEC programs depending upon necessary program requirements to meet RRC case-mix and educational standards for that specialty. However, SAUSHEC will strive for relative budget equity across all combined and stand-alone programs for budget items that are considered “negotiable” such as learning aids (books, computer learning programs, etc.), TDY for CME-type meetings, etc. To this end, a standard template for these “negotiable” items will be applied to all programs and modified only as necessary to meet the training needs of the program and with approval of the Associate Deans for GME and the Dean.

f. Books and learning resources may be purchased for the program as a reference resource (program library). In general, learning resources and books may not be purchased for individuals. Specifics (e.g., title and cost of books) must be listed in the budget.

g. When a program is not able to execute its budget, the money originally allocated to the program will be returned in whole to the overall SAUSHEC GME budget; extra funds are not automatically available to the program to spend. Any newly identified educational opportunities (e.g. additional courses or conferences) must be justified and formally approved by the Associate Deans in order to make use of any surplus funds.

h. Expenses for the Dean's Office will be shared equally between WHMC and BAMC.

**2. SAUSHEC program directors will use the following specific budget guidelines for TDY expenses:**

a. **Training Rotations/Courses:** External, GME-essential, training rotations or courses will be completed locally when possible and at the most cost-effective site outside of San Antonio if there is not a locally acceptable training site. DOD/VA facilities will be utilized whenever possible (either locally or for rotations outside of San Antonio) in an effort to keep costs to a minimum. Each year program directors must be prepared to justify the need and location for all external rotations. All new mandatory rotations or courses must be presented to SAUSHEC Executive Committee for approval using worksheet (Attachment 1)

b. **Educational or Specialty meetings:** SAUSHEC leadership recognizes the high educational value of attendance at and participation in specialty conferences. These events afford trainees the opportunity to acquire cutting edge knowledge, gain exposure to world class speakers, and network with military and civilian counterparts and future colleagues in their specialty. To this end, attendance at specialty meetings will be supported as funds allow, and provided the guidelines listed below are followed:

(1) In general, interns will not receive TDY funding for any educational meetings. Exceptions may be made for purposes of academic or other remediation (see Section 2.b.5, below).

(2) Residents and fellows will be funded for only one educational meeting every other academic year.

(3) Residents and fellows may attend a board review course as their funded educational meeting when the specialty's boards are taken during residency if there would not be an opportunity for the resident to attend a board review between completion of training and sitting for their specialty boards.

(4) Review/remediation courses that are being used to address specific academic or other identified deficiencies may be funded in addition to the allocation listed above. However, additional funding in such instances will require the resident to be placed on program level remediation or academic probation, and for the course to be listed as a specific component of the documented remediation plan.

(5) In general, TDY costs for educational meetings should be less than \$2,500 per resident per meeting. Any cost exceeding \$2,500 per resident must be justified in writing to the Dean of SAUSHEC through the appropriate Associate Dean(s) well in advance of the meeting. Expenses over this amount will require the program director to identify other areas within the budget they will cut to pay for the additional cost. Program directors may accept other funding sources (in accordance with Service guidelines) or may use departmental funds to pay expenses in excess of \$2,500.

(6) Program directors and associate program directors will in general be funded to attend one CME/Educational conference or course per year.

(7) GMEC faculty-at-large will be funded to go to an Educational conference every other year if desired.

(8) Assistant Program Directors for Research (APD-R) will be funded to attend a research-based educational conference (e.g. PRIM&R) every year if desired.

(9) Program coordinators will in general be funded to attend one educational conference or course every other year. An additional course or conference for program coordinators will be considered during or immediately preceding an accreditation year.

(10) Program faculty and other staff members will not, in general, receive TDY or other funding support using SAUSHEC GME funds. An exception to this policy may be made for faculty members who accompany trainees on operational (e.g. MEDRETE) missions.

(11) Local educational meetings are highly encouraged; payment of registration fees for such meetings will be based upon the availability of funds.

(12) Funding for educational meetings *will not* be approved if there is failure to comply with these guidelines.

**c. Meetings to present research:**

(1) In general, residents will be funded for a meeting to present their research yearly during their residency (including internship). To be eligible, the resident must have been a principal author on a research project of original work. The program director must ensure that the same research project is not utilized for or presented at multiple meetings, nor presented by multiple residents. Residents and fellows may submit their research to a meeting *only* after receiving the approval of their program director and the Associate Dean. Funding for presentation of an additional original work in a given year will be considered on a case by case basis requiring approval of the program director and Associate Dean, and based on the availability of funds. Acceptance for presentation at a meeting without pre-approval violates the SAUSHEC budget principles and does not obligate SAUSHEC funding. As funding will be centrally managed by the GME office, program directors must identify anticipated presentation expenses and include them in annual budget request. However, they will be placed in the central research (Red) category and will not be included in the program specific totals. All presentation costs will be capped at \$2,500 per meeting, with the program needing to identify other areas within their budget to cut to pay for any additional costs. Approval for research presentations will be handled by the program director and GME office to ensure proper clearance through public affairs and, if appropriate, the Department of Clinical Investigation, has been accomplished.

(2) For SAUSHEC program directors, associate program directors, and assistant program directors for research, SAUSHEC GME will consider funding an additional meeting, if the PD/APD is presenting scholarly work (i.e., research, conducting a workshop, chairing a panel discussion, etc.). The same worksheet should be used.

#### **d. Use of Alternative Funding Sources:**

(1) Non-military funding, e.g. funds obtained through Gifts and Grants, may be used to send trainees to additional courses and conferences (beyond what is outlined above) if: a) the experience is determined to be educationally appropriate by the program director; b) all trainees in the program have an equal opportunity to receive this type funding and c) approval is obtained from the appropriate authorities (i.e. a formal proffer is generated) to use this type of funding. Program Directors should make note of the following:

(2) Trainees should travel in formal TDY status (not permissive TDY or on leave) when utilizing funds obtained through the gifts and grants process.

(3) If the gift or grant does not cover the entire expense associated with the educational experience and the non-covered expense is not identified in the approved budget, the Program Director will need to identify other areas within their budget to cut to pay for this additional expense. If partial gift and grant travel is for an approved research presentation, the additional funds will come from GME research funds (See 2.c).

(4) In instances when approved educational expenses in a training program's budget are funded using alternative sources of funding (e.g. central funding, gifts and grants, etc.), program directors must discuss the use of their allocated funds with the respective Associate Dean(s) (See 1.g.)

#### **e. Budget Review Process**

(1) Each spring the Associate Deans will review each program director's budget plan for the next academic year using these budget principles and the program budget financial template. Each program's GME expenses will be prioritized and rank ordered by the program director and the Associate Deans as follows:

(a) The first priority (Green Category) is for GME funding is to comply with requirements established by ACGME/RRC, Specialty Boards, DOD, The Joint Commission, SAUSHEC, BAMC, WHMC, or other governing, regulating or certifying bodies that impact military GME programs. This may include educational rotations, courses or online curriculum materials that in general will be required for all residents at a given level of training. Funding for these expenses must be supported throughout the academic year and will be given funding priority from the SAUSHEC combined budget.

(b) The next priority (Yellow Category) is for important "Improvement", but not specifically required, GME expenses that help ensure the program maintains its historic training excellence and long-term viability. These expenses will also be supported to the extent possible, but may have to be modified from year to year depending upon resources allocated to SAUSHEC. Items at the bottom of the "Improvement" category will be most vulnerable to being cut in the event of budget shortfalls.

(c) Although centrally managed by GME offices, PDs need to include estimated costs for research presentations, JSGME Selection Board, and specialty boards in the Red Category.

(d) The unfunded category (Purple) is for new or one-time GME expenses. Examples of one-time expenses would be books or materials to update the resident library. A new “improvement” initiative should be put into this category until approved. New “required” experiences should follow previously described approval process.

(e) Each program director will be notified of his/her budget allotment for the coming academic year, following the final allocation to the SAUSHEC budget. The program director will be responsible for executing the training plan for that year within the budget as allocated. Any additional financial requirements must be approved through the Associate Dean(s) and the Dean, with the understanding that additional monies are not guaranteed and are subject to availability from the facility commanders.

(2) Each program director will receive a financial statement from the GME office of his/her expenditures and remaining monies upon request. This will help the program stay on track with the utilization of funds and alert the program director to any potential problems.

(3) Any program request for expenditure (apart from scheduled rotations) must include the program director’s or associate program director’s signature, indicating his/her approval of the requested expense. Failure to provide such approval will result in disapproval of the funding request. Funding requests for educational conferences must include submission of a brochure demonstrating that the meeting complies with minimum DoD CME requirements. Requests for funding for research or other scholarly presentations must include the appropriate worksheet.

(4) The GME budgeting plan will be presented annually to the Commanders and Resource Management departments of BAMC and WHMC after approval by the Dean. If unusual circumstances require modifications to the GME budget plan for any program during the academic year, the Dean and Associate Deans will work with the resource managers of BAMC and WHMC to make sure that such modifications are executed without violating the critical budget principles noted above.